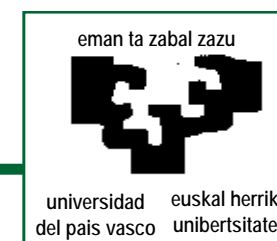


International Research Conference

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**COMPETENCIES IN PROJECTS.
HISTORICAL DEVELOPMENTS AND
RECENT ISSUES**

Prof. Dr. JAVIER CAAMAÑO ERASO
University of The Basque Country



New Business Organization (1)

- ❑ The second 50 years of the XX Century have seen an interesting, seemingly slow, but continuous change in the business organizations
- ❑ More and more investments were made abroad through projects, which were developed at long distances from the Main Offices of the enterprises
- ❑ It was necessary to develop Project Management techniques to get the best success and to avoid the failure of the Projects

New Business Organization (2)

- ❑ A new career started: The Project Manager
- ❑ Based on the development of new skills which should be complementary of the technical knowledge, the main support used before
- ❑ It was necessary to change the idea of the Education:

A TECHNICIAN must become also a MANAGER

- ❑ Several standards were developed: ICB of IPMA, PMBOK of PMI, PRINCE2 ,.....

New Business Organization (3)

3

- ❑ The projects were growing in investments, size, complexity, with many technologies mixed in the same Project.
- ❑ The Project Manager needed to become a technical general practitioner but with increased knowledge about Management, due to the higher complexity reached
- ❑ The specialists in determined technologies were working with him but under his management

New Business Organization (4)

3

- Inside the enterprise were working several Managers at different levels.

The trend to **Flexible Organizations** appeared

- * The classical functional organization is very rigid
There is an evolution towards **Project Oriented Organizations** sharing responsibility and management → **PROJECT MANAGEMENT**

New Business Organization (5)

3

□ New individual skills are required very related to Management

- * **Negotiation**
- * **Conflicts solving**
- * **Make decisions by consensus**
- * **Leadership**
- * **Working Teams**
- *

All of them are necessary to manage a Project. As much as the Project is a large one

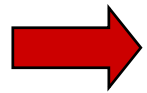
New Business Organization (6)

3

- ❑ **Outsourcing** of determined services: The Companies improve their core business focusing their activities in the Technologies where is their know-how.
- ❑ **Short lead times production** based on cellular organization and fast model changes (SMED),
- ❑ **Networking** is a new way of relationship among enterprises (Concurrent Engineering)
- ❑ **Clusters**, where are mixed the competition and the cooperation of companies belonging to the same sector

Trends coming from Global Economy (1)

- ❑ Higher demand on products consumption. Trend to a consumer society
- ❑ Higher demand on raw materials and energy consumption:



PRICES TENSION (oil, steel, strategic metals....)

- ❑ Trend to a Free International Trade
- ❑ Deeper gap North-South
The countries which are not yet in the race of development are losing opportunities of selfdevelopment

Fast Tecnological Development (1)

3

- ❑ **Shorter Life Cycle of products**

That means that **New Products design** must be **made in a very short time** to be competitive

- ❑ **Need for R + D + I** is necessary for keeping the Companies in the market

- ❑ **Future lack of raw materials and energy** due to the demand coming from the emergent countries
Need of new materials development
(composites, ceramics, ...)

Fast Tecnological Development (2)

3

- ❑ **New energy sources** (mainly nuclear power solving the nuclear waste long life,)
- ❑ **General use of Communications and Information Technologies, Informatics, Internet,...**
- ❑ **Production Processes at their limits. Significant decreasing of defective and rejected products**
- ❑ **Easy repair and available repair service**
- ❑ **Safety in the use**
- ❑ **Permanent Innovations**

Environmental Problems (1)

3

- ❑ What will happen when the Kyoto Protocol which limits the CO₂, NO_x, emissions will be finished? There is not any new Protocol to protect the Environment
- ❑ Environment, Safety and Quality Continuous Improvement are integrated in the Companies Strategy
- ❑ Production Waste Minimization and Reciclyng are actually goals, complemented by the Ecodesign

Quick Social Changes (1)

4

- ❑ Projects are becoming in larger and more complex
It is necessary to **manage multicultural behaviours** in the same company and/or project
- ❑ The mentioned gap North-South promotes the immigration, and as a consequence **social integration problems** in the country. The society is going to be a racial mix
- ❑ The fast Technical development does necessary a **continuous updated Training**

Unstability

5

- ❑ The problems derivated of the lack of energy sources, the gap in the way of life of the different countries, the fight for the estrategic raw materials control produce a **high level of global unstability**
- ❑ The influence of the decisions made in the developed country reaches the whole world, and some responses coming from not developed countries too.
More than 50 war conflicts are alive in the world (Irak, Sudán, Colombia, Congo, Afganistán, Sierra Leona, ...)
- ❑ **The lack of regulations of the financial business and the greed of many Top Managers led to the world crisis we are still living**

THANK YOU
DANKE SCHÖN
ESKERRIK ASKO
MUCHAS GRACIAS